

Case Study

Insurance



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The Overview

The General Manager Sales has significant revenue growth targets and was struggling to meet them. He needed to improve the efficiency (activity volume) and effectiveness (conversion ratio) of the outbound telemarketing for insurance lead generation and sales across a number of territories and campaigns.

The Situation

The GM said the reasons for his critical business issue included:

- Team dynamics were low, as were productivity and staff retention;
- With fluctuating morale, sales activity was declining, his people were not spending the hours on the phone that they needed to;
- High staff churn and low attendance (absenteeism) contributed to a significant percentage of new staff on a long learning curve;
- Conversion rate was very low because the team had ineffective sales processes, communication, influencing, questioning, and closing skills. They were not able to establish a value proposition;
- The Team Leaders were new and young. Although keen, they did not have the skills for building psychological safety nor individual performance through effective coaching. Inconsistent front line leadership and coaching which was experienced as unhelpful and de-motivating - nor were they making the time to do much of it - they spent too much time on administration; and
- In the past they had rolled out stand alone traditional sales training with minimal behaviour change or skill take up by the team and rapid extinction of any new behaviour that was taken up.

The Solution

The GM said he needed the following capabilities to meet sales targets:

- When making decisions about what how to improve performance to take he could draw upon actionable insights from reliable analytics that showed him what factors, skills and behaviours were driving performance;
- When Second Level Managers were coaching Front-line Leaders they would be able to draw upon activity dashboards and staff feedback systems that provided actionable insight into areas for development;
- When his Team Leaders interacted with team members and one another they would do so in a way that built the foundation of psychological safety;
- During each shift his Team Leaders would regularly coach the sales people to ensure effective sales behaviours locked in on the job. He wanted the coaching to follow a consistent process that the front line sales staff would experience as useful and motivational;

The Solution

- When talking with clients and prospects his sales team would operate within a consistent sales framework that uncovered value and sold benefits and value not products / features / functions;
- When his people used the sales framework it would provide some means for them to control the sales process and through achievement of verifiable milestones track progress to the close; and
- After any training or coaching the learning would to “stick” and be seen as new behaviour on the job, behaviour that translated to results.

The Results

Onirik provided the GM and his regional centres and teams with those capabilities.

Within 90 days psychological safety had improved, absenteeism and staff turnover dropped significantly. Of course what really mattered was that within 140 days revenue in one centre has increased by more than 270% and in a second call centre by more than 280%. In another campaign, employing the Onirik methodology, sales success increased by more than 40% within 30 days.

The project outcomes exceeded expectations and delivered an ROI in excess 700% and a payback period that was less than 2 months.

For more information go to
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